LUT University

HR Excellence in Research

Human Resources Strategy for Researchers

Action Plan 2026-2028

LUT University

Version history

Action plan version	Validity	Approved by LUT	HRS4R label granted
Action plan I	2013 – 2015	Oct 2013	Nov 2013
Action plan II	2016 – 2018	Sep 2015	Nov 2015
Action plan III	2019 – 2021	Nov 2018	
Action Plan III	2019 – 2021	Sep 2019 revised	Nov 2019
Action Plan IV	2022 - 2025	Oct 2022	Mar 2023
Action Plan V	2026 - 2028	Mar 2026	

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1. Introduction

Lappeenranta–Lahti University of Technology LUT applied for the Human Resources Strategy for Researchers (HRS4R) label in the 4th cohort in 2013, and the label was granted on 6 November 2013 based on the university's Action Plan to improve researchers' employment relationships, working conditions and research environment. Since receiving the award, LUT has actively and systematically monitored its progress and set new development targets, as documented throughout this report. This document compiles all actions, objectives, and implementation measures carried out since the launch of LUT's HRS4R process in 2013 and presents the newest actions planned for 2026–2028.

Although LUT's HR policy already aligns well with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, and although Finnish legislation and the national collective agreement set high standards for university employers, the HRS4R framework has helped highlight specific aspects of researchers' employment that warrant further attention. Since obtaining the HRS4R label, researcher-focused human resource development has become increasingly significant at LUT. The improvement of HR practices is a continuous process that extends beyond the HRS4R work itself, supporting the performance and well-being of the entire university community. The Charter and Code have provided a strong and structured framework for monitoring LUT's HR practices and identifying areas for development.

Over the years, LUT has substantially benefited from its commitment to the HRS4R process. This is evident in the increasing ambition of LUT's Action Plans and the strengthened internal cooperation between units supporting researchers' working conditions. Researchers are more actively involved in the university's internal decision-making bodies and development projects. The external review and site visit conducted in 2019 offered valuable insights and encouraged LUT to continue enhancing its position as a high-quality working environment for researchers. The evaluation confirmed that LUT provides an excellent foundation for conducting research.

LUT HR Excellence in Research timeline

Autumn 2012	. Internal decision on taking part in HRS4R process
1/2013	· Letter of Endorsement
4/2013	· Gap Analysis
11/2013	. HR Excellence in Research - Award
12/2015	· Internal review for interim assessment & Action Plan II 2016-2018 - Accepted
5/2019	. Internal review for award renewal & Action Plan II 2019-2021 - Accepted
11/2019	. Revised Internal review & Action Plan II 2019-2021 - Renewal accepted
3/2023	· Internal review for renewal assessment & Action Plan IV 2022-2025 - Accepted
3/2026	. Internal review for award assessment & Action Plan V 2026-2028 - Submitted

Picture 1. LUT HRS4R – Human Recourse Strategy for Researchers timeline

2. Implementation and monitoring of HR Excellence in Research @ LUT

The implementation of the HR Excellence in Research principles and the university's HRS4R Action Plans is overseen by the Steering Committee for Quality and Sustainability Management Systems at LUT, referred to in this document as the HRS4R Steering Committee.

At the operational level, the HRS4R working group coordinates the process, monitors the progress of each action, and reports regularly to the HRS4R Steering Committee and university management. LUT ensures strong institutional commitment to HRS4R objectives by integrating the actions into the university's strategic management and development processes. This alignment ensures continuity, resource allocation, and organizational commitment to implementation. As a result, the HRS4R actions form a natural part of the development of LUT's core processes.

Responsibility for implementing the actions is distributed across several organizational units, which collaborate with relevant internal and external stakeholders. These units are responsible for communication, stakeholder engagement, and the practical execution of actions.

LUT uses several well-established feedback mechanisms - including staff surveys, questionnaires and other feedback channels - to ensure that the views of researchers and other employees are heard and incorporated into development work. Researchers are represented in multiple decision-making bodies and work groups, such as LUT Board, University Collegium, Academic Councils, Steering Group of Sustainability and Quality Management, LUT Culture Ambassadors, Researcher unions' representatives in dialogue meeting, and Ethics Committee for Human Science. This ensures that researchers have a meaningful role in influencing policies, decisions, and the overall development of the university.

3. Strengths and weaknesses of the current practices by internal review

The strengths and weaknesses analysis was conducted third time by the end of 2025 to get the overall picture of the current situation of practices and processes, since the previous analysis was done in 2022 and 2018. The strengths identified in 2018 and 2022 are still LUT 's strengths, but new ones were identified too. The same applies with weaknesses; new weaknesses were identified; however, good progress has been made to tackle the identified weaknesses in 2018 and 2022. The analysis of strengths and weaknesses presented in this document is a shortened summary of the analysis presented in the Internal review.

3.2. Ethical and professional aspects

Strengths:
LUT University demonstrates a strong commitment to ethical and professional conduct, adhering firmly to the national TENK guidelines and embedding ethics into researcher education through training, information sessions, and integrated course content. Dedicated Research Integrity Advisors and a clear misconduct handling process ensure confidential and accessible support. The establishment of the Human Sciences Ethics Committee in 2025 further strengthens ethical review and fosters internal dialogue.

Open science practices are supported through a joint LUT–LAB OS steering group, a shared Open science policy, and a solid culture of open publishing. Data management support is expanding through coordinated guidance and training.

Equality, non-discrimination and diveritys outcomes are consistently positive. Surveys indicate an open, equal, and inclusive work environment, with more than 70% of employees reporting equal treatment regardless of background or identity. Harassment guidelines, regular monitoring, and strong gender balance among junior researchers reinforce this culture.

Weaknesses:

Coordination between research-support units — including ethics, research integrity, OS, data management, and research infrastructure — requires improvement to provide more cohesive services. Rapidly evolving technologies and legal frameworks generate complex ethical challenges, highlighting the need for more role-specific and up-to-date training.

Open science practices remain uneven across the university, and limited resourcing slows development in areas such as open peer review, open methodologies, citizen science, and open infrastructures.

In DEI, deeper and more regular training is needed; supervisors require enhanced competence, accessibility needs attention, and an open discussion culture should be encouraged. Gender imbalance persists at the post-doctoral level, particularly in engineering and technology fields.

3.3.   Recruitment and selection

Strengths:

LUT University has harmonized and strengthened recruitment practices, ensuring transparency and equality through comprehensive university wide guidelines. Clear processes for needs assessment, advertisement, selection, and onboarding promote consistency. HR's enhanced coordinating role has improved communication and support for applicants and supervisors. Standardized interview practices and structured templates support responsible evaluation, while bilingual onboarding fosters integration of international staff.

Employer attractiveness has increased through redesigned job advertisements, updated career pages, and greater international visibility. Tenure track recruitment has improved transparency through enhanced monitoring of expert evaluations and the possibility for applicants to comment on external reviews. The adjunct professor nomination process has also been streamlined, improving clarity, processing times, and data protection. Support for junior researchers is strengthened by the Doctoral School and ongoing improvements to doctoral education.

Weaknesses:

Recruitment remains multiphase and lengthy. Further digitalization - including updated recruitment systems and automated tenure track processes - is needed to improve efficiency and applicant experience. International visibility is still insufficient, requiring stronger global employer branding.

Career paths outside the tenure track lack clarity, particularly teaching oriented pathways. Communication on career models and support mechanisms should be improved, and monitoring of junior researchers' progress further systematized.

Full implementation of CoARA principles requires a finalized institutional action plan. Supervisors' recruitment skills also need strengthening through targeted training on diversity, equality, internationalization, and responsible assessment.

3.4.   Working conditions

Strengths:

LUT University offers a supportive working environment with high-quality facilities and strong flexibility. Researchers benefit from adjustable working hours, remote work options, and a culture that promotes work–life balance. Feedback mechanisms — including annual development discussions, anonymous channels, whistleblowing tools, and regular surveys — support continuous improvement.

Employee survey results (2025) indicate strong professional growth opportunities, supported by career models. Employee experience surveys highlight meaningful work, organizational stability, international atmosphere, and flexible arrangements as key strengths.

Participation in institutional decision-making is well established through the LUT Board, Univerity Collegium, Academic Councils, sustainability groups, doctoral forums, ethics committees, and various researcher representative bodies. Internationalization has progressed strongly, evidenced by increased international researchers, mobility, projects, and funding. The Doctoral School enhances working conditions through supervisor training, peer mentoring, and regular support activities.

Weaknesses:
Workload-related mental strain is a significant challenge. Frequent interruptions, insufficient time for core tasks, and recovery difficulties have reduced work ability and job satisfaction. Work–life balance remains a concern for many researchers.

Knowledge sharing between units is insufficient, hindering collaboration and strategic research management. Onboarding practices require improvement, as some researchers lack adequate support in new roles.

Organizational culture assessments indicate a need to shift from a result driven "compete" culture to a more people oriented "collaborate" culture. Teaching staff require strengthened pedagogical competencies in response to increasing student diversity and expanding online/hybrid instruction.

In doctoral education, curricula, supervision practices, orientation, and progress monitoring require development. Sustaining a strong research community also demands further investments in laboratories, equipment, technical expertise, and partnerships.

3.5.   Training and development

Strengths:
LUT University supports staff development through extensive training offerings covering scientific, pedagogical, language, digital, safety, and communication skills. Employees may allocate working hours to independent study. Training is available in Finnish and English, both on-site and online, with systematic feedback collection. The four-level tenure track system provides criteria for progression in researcher's career.

Annual development discussions identify competence needs and support career planning. Junior researchers benefit from tailored guidance to prepare for postdoctoral careers. Leadership training is supported through a comprehensive program combining theory, coaching, and peer learning. Teaching quality is strengthened through pedagogical and digital skills training, university pedagogy programs, and dedicated support services.

Doctoral education renewal aims to enhance competencies and employability. Internationality is supported through bilingual communication and Finnish language courses that help international researchers integrate into Fininsh society.

Weaknesses:
Wellbeing at work surveys indicate challenges such as high workload, unclear roles, and dissatisfaction with rewards, all affecting development opportunities and career progress, which need to

take into account in coming years. Pedagogical support needs expansion due to increasing internationalization, heterogeneous student groups, and emerging demands such as AI-driven teaching practices.

Finnish language courses currently end at pre-intermediate level; more advanced options are needed. Mentoring is available but limited to junior researchers and should be expanded to all academic staff.

Orientation processes require continuous updating based on feedback, and onboarding for junior researchers in particular needs more structured practices to ensure role clarity and adequate early-stage support.

4. Action Plans

LUT has prepared five Action plans since 2013 and the latest being the Action Plan V for 2026-2028. Two first action plans are separate documents each and can be found on LUT's HRS4R webpage. This version of Action Plan however contains the summaries of four previous Action plans, and the newest for years 2026-2028. The action plans presented here are arranged from the newest to the oldest.

The responsibility for implementation of each action is defined and shared with different organizational units at LUT. The HRS4R working group coordinates the overall implementation of HRS4R strategy and reports to the steering committee of HRS4R. If the working group acknowledges any discrepancy in the implementation, the issue will be discussed with the people responsible for actions and in the committee meetings, if necessary.

HRS4R working group regularly monitors the progress of implementation of planned actions and documents the findings in the working groups' own digital workplace. People in charge of implementing the actions are regularly contacted by the working group members and information on the current state of implementation is shared.

The progress is measured by the targets / indicators set in the action plans. The progress on each action will be checked from different sources and documented on a shared template at least once a year by the working group members. In addition, all feedback channels and surveys applied at LUT are used to monitor the impact of actions.

4.1 Action Plan V for 2026-2028

The Action Plan V for 2026-2028 was approved by the steering group in March 2026. LUT University's Action Plan V for 2026–2028 introduces 22 new actions aimed at strengthening responsible research, improving staff experience, and supporting an inclusive and forward-looking academic community. The plan focuses on ethical research practices, working conditions, professional development, career structures, and transparent recruitment, and is grounded in the university's updated strategies. The strengths and weaknesses analysis of current practices (presented in chapter 3.), which was conducted before drafting the action plan, gave valuable information on current situation and helped to define the new actions as well.

The university will enhance **responsible research** by offering regular training on emerging ethical issues, providing tailored ethics guidance for specific researcher groups, and including a compulsory

research ethics course in all doctoral programmes. Data stewardship will be strengthened by involving researchers more closely in data management support, and open science will be advanced through streamlined parallel publishing processes and improved Rights Retention Strategy practices.

To **improve equality, inclusion and well-being**, LUT will identify best practices in diversity, equity, inclusion and belonging and prepare a new university-wide action plan. Onboarding for staff and doctoral students will be renewed, while a new well-being toolbox and supervisor training will support workplace well-being. Integration services for international staff will be expanded to improve belonging, retention and overall employee experience.

The university will develop its **organizational culture** based on assessment conducted 2025 and invest in laboratories, equipment, and technical expertise to strengthen research infrastructures and support national and international collaboration.

Career development will be supported through a competence management model, succession planning, and clearer, more transparent career paths for both tenure track and non-tenure researchers and teaching staff. Researcher mobility will be promoted through new partnerships, incentives, and strengthened collaboration opportunities across career stages. An extended mentoring model will offer support to all academic staff.

Recruitment and leadership practices will be improved through a renewed recruitment system, updated assessment criteria aligned with CoARA principles, and training supervisors in responsible recruitment. Leadership development programmes will help strengthen supervisory skills, measured through participation rates and staff feedback.

Teaching quality will be supported with systematic training in pedagogy, language skills, digital tools, and the responsible use of artificial intelligence, with improved student feedback serving as a key indicator.

Table 1. Action Plan V for 2026-2028.

PLANNED ACTIONS 2026-2028	GAP PRINCIPLE	TIMING (at least by year's quarter/semester)	RESPONSIBLE UNIT	Indicator(s) / Target(s)	CURRENT STATUS
Developing and delivering regular training sessions on emerging ethical issues in research, and creating tailored guidelines and training sessions on research ethics for specific target groups	Ethical principles Professional responsibility & attitude Accountability to employer, funder or public, private organizations and to society	Q4/2027	Research Services	Target: Enhance the competences of researchers in ethics and research integrity. Indicators: Number of training sessions organized annually; Number of participants in trainings	New action

	Good practice in research Relation with supervisors				
Nominating data stewards in units to act as supporting personnel in data management issues	Professional responsibility & attitude Good practice in research Dissemination, exploitation of results	Q4/2028	Support (IT; Legal; Research Services; Library); Schools	<u>Target:</u> Providing more organized data management services for LUT researchers <u>Indicator:</u> Number of active data stewards in units	New action
Streamlining the parallel publishing process and Rights Retention Strategy (RRS) actions development	Good practice in research Dissemination, exploitation of results	Q2/2026	Library; IT	<u>Target:</u> Enhance efficiency of parallel publishing processes <u>Indicator:</u> The amount of parallel published publication	New action
Identifying best practices in diversity, equity, inclusion and belonging matters and creatating an action plan	Non-discrimination Gender balance	Q4/2027	HR	<u>Target:</u> Improve staff experience of Diversity, Equity, Inclusion and Belonging at LUT <u>Indicators:</u> Diversity, Equity, Inclusion and Belonging index in biannual staff well-being survey	New action
Developing a course on research ethics as a compulsory part of doctoral studies	Ethical principles Professional responsibility & attitude Good practice in research	Q3/2026	LUT Doctoral School	<u>Target:</u> Ensure all doctoral students have sufficient ethical competences <u>Indicator:</u> Research Ethics course included in LUT doctoral programmes' structure	New action
Renewing the onboarding process of both employees and doctoral students	Working conditions, Continuing professional development	Q1/2026	HR, Doctoral School	<u>Target:</u> Strengthen the integration of new employees and doctoral students to LUT academic community <u>Indicator:</u> Participant feedback on onboarding	New action

Creating a toolbox and course of actions to support well-being at work, and providing tools and training for supervisors to support employee's well-being at work	Working conditions, Research environment, Supervision and managerial duties	Q1-Q2/2026	HR	Target: To increase the well-being of employees, and to reduce the absenteeism rate Indicator: Toolbox created and communicated, Well-being index, absenteeism rate	New action
Developing the welcoming and integration services for international employees	Working conditions	Q1-Q2/2027	HR	Target: To ensure better employee experience and feeling of belonging to the LUT community Indicator: Retention rate and well-being index of international employees	New action
Building a competence management model to identify strategic and key competences	Career development	Q1-Q2/2026	Management, HR	Target: To systematically develop the competences of LUT employees. Indicator: Competence management model designed and implemented	New action
Building and implementing succession planning model to identify critical positions and develop personal development plans	Career development	Q3-Q4/2026	Management, HR	Target: To ensure continuity in critical positions and support the next in line candidates. Indicator: Succession plan model designed and implemented.	New action
Conducting annual check-ups and discussions on gender balance in researcher positions with schools	Gender balance	Q1/2026	HR, Schools	Target: Raise awareness and improve gender balance in research positions Indicator: Gender balance statistics of researcher positions	New action
Developing LUT organization culture based on the results of organizational culture assessment	Working conditions	Q1-Q4/2026	HR Vice rector, HR, LUT culture ambassadors	Target: To foster a positive workplace culture that enhances work satisfaction and the well-being of employees Indicator: LUT staff workplace culture index in biannual staff well-being survey	New action
Developing LUT laboratories, equipment, technical know-how, and other resources towards solid research infrastructures	Research environment	Q2/2027	Provost, Deans, Heads of departments, University Services	Target: To ensure the resilience and adaptation of LUT research infrastructures in relation to recognized research needs and strategic goals, to connect local	New action

				infrastructures to national and international infrastructure development. Indicator: LUT Research infrastructures' description published internally in the LUT intranet, usage of the description. LUT Research infrastructures presented in national database, research.fi.	
Clarifying and developing researcher exchange opportunities on different career stages, providind institutional partnerships and incentives that connect researchers with relevant universities and research groups, promoting collaboration and networking of researchers with academic, industry and other relevant partners	Value of mobility, Career development	Q3/2027-Q2/2028	Rector, Provost, Deans, Growth Director, Heads of Departments, University Services	Target: To increase the impact and quality of LUT research activities and the competences of LUT researchers Indicator: The share of internationally co-authored papers and international researcher mobility	New action
Renewal of the recruitment system to improve transparency and applicant experience	Recruitment and selection	Q2/2026	HR	Target: To improve the overall applicant experience and strengthen the transparency of the recruitment, streamline workflows, and enable pre-onboarding functionalities, and to improve applicant communication. Indicator: The new recruitment system implemented, applicant experience score.	New Action
Reviewing and developing researcher assessment criteria, tools, and processes according to CoARA commitments	Selection, Transparency, Judging merit	Q3-Q4/2027	HR and CoARA team and schools, deans and provost	Target: To ensure a more transparent and consistent researcher evaluation process. Indicator: Evaluation principles updated, number of trainings for supervisors and evaluators, applicant feedback	New action
Providing recruitment trainings for supervisors	Recruitment and selection	Q4/2026-Q4/2027	HR	Target: To ensure consistent, high quality and responsible recruitment practices and strengthen supervisors' competence in diversity, equality and transparent evaluation	New action

	Supervision and managerial duties			Indicator: Supervisor participation in recruitment trainings, and a first-year attrition rate of new hires	
Developing and clarifying the existing tenure-track and non-tenure researcher and teaching staff career models	Recruitment and selection Continuing professional development Recognition of profession	Q4/2027- Q4/2028	Provost, HR, Schools	Target: Ensure defined progression criteria and development opportunities in all researcher and teaching staff career models. Indicator: Revised career models implemented	New Action
Extending mentoring model to all academic staff	Continuing professional development	Q3/2027	Provost, Deans, HR	Target: To strengthen, maintain, develop and share competences and skills of academic staff to succeed in research Indicator: Mentoring model implemented	New action
Successful completion of leadership program and creating a process to ensure leadership skills of new supervisors	Supervision and managerial duties, Continuing professional development	Q2/2027	HR, Schools	Target: To improve supervisors leaderships skills at all levels of the organization Indicator: Participant number in leadership training, direct supervisor satisfaction index in staff well-being survey	New action
Supporting the development of teaching skills by providing systematic training opportunities	Teaching, Continuing professional development	Q3- Q4/2027	Study Services, Language Centre, IT, HR	Target: To ensure pedagogical and language skills, effective use of teaching technologies and artificial intelligence of research and teaching staff Indicator: Number of participants in trainings, improved student feedback	New action
Commencing new education and research related bodies to increase researchers' involvement in decision making processes at university level	Participation in decision-making bodies	Q1/2026	Provost, Director of Study Affairs	Target: Implementation of new forums: education leadership forum, doctoral education leadership forum, professor forum to systematize communication between researchers and administration. Indicator: Assessment of impact of new forums made by the provost	New action

Like earlier, responsibility of implementing Action Plan 2026-2028 is distributed to several organizational units at LUT working together with the relevant internal and external stakeholders. The HRS4R working group will continue monitoring regularly the progress of implementation together with the people or units in charge of actions. All LUT feedback channels and employee surveys are used to monitor the impact of actions. The HRS4R working group continues reporting the progress to the HRS4R steering committee, which role is to define and monitor the broader targets for the HRS4R strategy.

4.2. Action Plan IV for 2022-2025

The Action Plan IV for 2022-2025 was approved by LUT administration in October 2022. The focus of Action Plan 2022-2025 was on developing the recruitment processes, working conditions and equality, especially from the point of view of LUT international researchers, and supporting researchers to commercialize their research results, and increasing the awareness of research ethic issues.

The Action Plan included 24 actions addressing seventeen different gap principles: Working conditions, Research environment, Contractual and legal obligations, Supervision, Relation with supervisors, Gender balance, Non-discrimination, Complaints/appeal, Continuing professional development, Recruitment, Transparency, Selection, Ethical principles, Good practice in research, Professional responsibility, Professional attitude, and Accountability.

The actions were derived from LUT's strategic actions plans, HRS4R gap analysis, the internal audit and the employee well-being survey conducted in late 2021. The strengths and weaknesses analysis was conducted before drafting the action plan giving valuable information on current situation and helped to define the action

The responsibility of implementation of actions was distributed to several organizational units at LUT working together with the relevant internal and external stakeholders. The extended HRS4R working group will monitor the progress of implementation regularly together with the people or units in charge of actions. All LUT feedback channels are used to monitor the impact of actions. The HRS4R working group continues reporting the progress to the HRS4R steering committee, which role is to define and monitor the broader targets for the HRS4R strategy.

LUT has successfully advanced the key actions outlined in its HRS4R Action Plan for 2022–2025. All measures have been completed, and many have become established, continuous practices supporting researchers and staff.

Career development and supervision were strengthened through mentoring for doctoral students and the launch of a peer mentoring programme for doctoral supervisors. Support for international staff improved, with new orientation materials, webinars and a broad programme of leisure and integration activities.

Working conditions were enhanced through improved IT support, expanded digitalisation training, and renewal of the university intranet. Work ability indicators were defined and are now regularly monitored to support early identification of well-being risks.

LUT advanced **equality and non-discrimination** by launching an online training course, updating procedures for addressing inappropriate behaviour, and integrating diversity, equality and inclusion monitoring into employee well-being surveys.

In the area of **research ethics**, LUT published updated ethics information on its external website, organised regular ethics information sessions, and aligned processes with national ethical review guidelines.

Improvements in **recruitment transparency** included updates to processes for applicant statements, a renewed docent nomination procedure, and first steps have been made in integrating CoARA principles into recruitment and career advancement.

Finally, LUT strengthened **innovation and research commercialisation** support through regular pitch training, investor events and the LUT Storming research club, which promotes idea generation and collaboration.

Overall, LUT has made strong and systematic progress in developing an open, supportive, and responsible research environment aligned with the principles of the European Charter for Researchers and the Code of Conduct.

The table 2. below summarizes the actions for 2022-2025, action specific targets and indicators, responsibilities, timing, and the respective principle in Charter & Code for Researchers.

Table 2. Action Plan IV for 2022-2025

ACTIONS 2022-2025	GAP PRINCIPLE(S)	TIMING	RESPONSIBLE UNIT	INDICATOR(S) / TARGET(S)	CURRENT STATUS
To create mentoring programme for doctoral students	Career development	Spring 2019	LUT Doctoral School	Target: To support the career development and employability of doctoral students Indicator: Number of active mentor-actor pairs starting per year, and feedback from mentors and actors	Completed
To improve the understanding of international employees on the content and conditions of a work contract.	Working conditions; Contractual and legal obligations	Spring semester 2023	HR, Supervisors	Target: Avoid misunderstanding of rights and liabilities of employee and employer Indicator: Number of cases and contacts regarding misunderstanding situations	Completed
To develop work ability management by creating monitoring system and by defining indicators to follow-up and predict work ability risks	Working conditions	Autumn semester 2024	HR, Management	Target: Identify and manage disability risks of researchers Indicator: Monitoring indicators are in place and used to gather information to support work ability management	Completed
To create an orientation/initiation programme for new supervisors	Supervision	Autumn semester 2025	HR	Target: To ensure the employees receive equal supervision and induction to their work.	Completed

				Indicator: Number of supervisors participated on the programme, feedback from monthly employee mood tracker, orientation feedback from new employees	
To develop an online course on equality and non-discrimination issues for new employees/all employees	Gender balance; Non-discrimination	Autumn semester 2023	HR	Target: To ensure equal and non-discriminating organizational culture. \ \ Indicator: Number of new employees passed the online course, the feedback based on employee well-being surveys	Completed
Monitoring metrics for the implementation of the Equality and non-discrimination plan	Non-discrimination	Autumn semester 2022	HR	Target: Monitor and understand how gender equality and non-discrimination issues are evolving at LUT. \ \ Indicator: Monitoring metrics are in use and followed regularly	Completed
To renew the guidelines and procedure of handling inappropriate behaviour	Complaints/appeal; Non-discrimination	Autumn semester 2022	Occupational Safety Committee, HR	Target: Cases of harassment and inappropriate behaviour are handled by equal procedure. \ \ Indicator: The number of cases handled	Completed
To implement a whistle blower system	Complaints/appeal	in year 2023 (or as soon as the national legislation on whistle blower has been approved in Finland)	Legal Services, Management Services	Target: To provide employees or anybody a tool to inform confidentially about misuses and to get protection if needed. \ \ Indicator: Number of cases reported and handled.	Completed
Develop leisure time programme/activities for international employees and their families	Working conditions	Spring semester 2023	HR	Target: Improving the well-being and integration of international employees into LUT and surrounding communities \ \ Indicator: Results of employee surveys.	Completed
Renewing LUT intranet	Working conditions	Spring semester 2023	Management Services	Target: Enhance internal communication by improving usability of intranet; Intranet is the main media of internal communication \ \ Indicator: The renewed Intranet published, user feedback	Completed
To improve IT support for deployment of new IT systems and remote working conditions	Working conditions; Research environment	Year 2023-2024	IT services	Target: Same IT systems and software on both campuses, well-functioning remote connections to support the blended work policy	Completed

				Indicator: Customer satisfaction survey on University Services	
Implementing digitalization according to LUT's digitalization strategy by organizing trainings and support services	Working conditions; Research environment	Year 2023-2024	IT, Digital Learning Support	Target: Increase competences to implement digitalization in work Indicator: Number of organized trainings and number of participants	Completed
To organize "Research to Business" sessions for postgraduate students and researchers	Continuing professional development	Spring semester 2023	LUT Green Campus Open	Target: Increase awareness and competences of creating new business from research and commercialize ideas Indicator: Number of patents, invention disclosures, spin-offs and start-ups	Completed
To organize events for researchers related to pitching and sparring of research ideas, identifying business opportunities and external evaluation	Continuing professional development	Spring semester 2023	LUT Green Campus Open	Target: Deepen knowledge and skills of the commercialization of a research idea Indicator: Number of patents, invention disclosures spin-offs and start-ups	Completed
To set up an internal researchers' club "LUT Storming" for junior researchers and doctoral students to support generating new research ideas and commercialization of research results	Continuing professional development	Spring semester 2022	LUT Green Campus Open	Target: To generate new research ideas and commercialization of research results Indicator: Number of patents, invention disclosures spin-offs and start-ups	Completed
To create new ways to strengthen induction process by providing e.g. online orientation courses, mentoring, peer support for new recruitments	Working conditions; Continuing professional development	Spring 2025	HR, Schools	Target: To improve the onboarding of new hires to work at LUT community Indicator: New employees' feedback on induction process	Completed
Develop the process and make instructions for applicants to make a response to expert statement	Recruitment Transparency	Spring 2023	HR, Legal Services	Target: To improve the juridic position of the applicant, if the merits are misinterpreted or unduly found disqualified in the expert statement Indicator: Number of responses	Completed
To develop an applicant experience feedback system to the e-recruitment system	Recruitment Selection	Autumn semester 2022	HR	Target: To improve applicant experience and enhance employer reputation by developing recruitment process Indicator: Applicant experience measured in the e-recruitment system	Completed

To streamline the nomination process of docent in order to get more competent supervisors for final theses	Recruitment Selection	Autumn semester 2022	HR	Target: To increase transparency of docent nomination process, and to ease the nomination of assistant professor in tenure-track to docent in order to increase the number of examiners of Master's theses Indicator: Number of docents	Completed
Develop ethics-related issues on LUT external pages	Ethical principles; Good practice in research	Spring 2023	Research services, Legal Services, Media Services	Target: to increase the visibility and findability of LUT ethical guidelines, instructions and processes for researchers (both internal and external) Indicators: Web page on research ethics is published Process and principles of application for research permit and preliminary ethical review is developed / updated and published at external web pages	Completed
To develop introduction/orientation course or process to Research Ethics for new employees	Ethical principles; Professional responsibility & attitude; Good practice in research; Accountability	Autumn 2023	Research services; HR	Target: Increase awareness of researchers of ethical issues, guidelines and processes at LUT Indicator: number of participants in the introduction; number of research misconduct cases	Completed
To create and offer information sessions on various aspects of ethics for different target groups (researchers, supervisors, doctoral students)	Ethical principles; Professional responsibility & attitude; Good practice in research	Continuous process starting from Spring 2024	Research services	Target: Increase awareness of researchers of ethical issues in their own research and support available Indicator: Number of info sessions per year, number of attendants in the info sessions	Completed
LUT guidelines for the responsible conduct of research updated	Ethical principles; Good practice in research	Spring semester 2025	Vice-Rector for Research	Target: Improve internal support of researchers with regard to responsible conduct of research Indicator: Published updated guidelines	Changed: Internal guidelines are not needed. LUT committed to national guidelines.
Renewing LUT Code of Conduct	Ethical principles; Good practice in research	Spring semester 2022	Management Services	Target: To update the Code of Conduct to match current demands Indicator: Code of Conduct has been communicated to all staff	Completed
Implementing the principles of DORA declaration in recruitment and advancement in researcher career	Recruitment	2023-2024	Vice-rector for research, Management Services, HR	Target: Increasing equality and transparency in researcher recruitment and career Indicator: Renewed guidelines of recruitment process applied in LUT	Completed

4.3.   Action Plan III for 2019-2021

The Action Plan III for 2019-21 was approved by LUT administration in November 2018. After the external site visit in May 2019 and by the recommendation of the external assessors, targets and indicators of each action were revised; made clearer and measurable. The revised Action Plan 2019-222 was published in September 2019. It included eleven actions addressing thirteen different gap principles: dissemination, exploitation of results, professional responsibility, public engagement, accountability, evaluation/ appraisal systems, co-authorship, transparency, career development, access to career advice, value of mobility, access to research training and continuous development, and supervision. The focus of actions was on strengthening the research impact of LUT and career development of researchers.

The actions were integral with LUT's strategic management; thus, they have been included in developing the university's basic processes. The strong connection between LUT strategic action plans, which were under the mid-term evaluation and updated in the spring 2018, and HRS4R action plans ensured the resource allocation and commitment to implementation. Analysis of strength and weaknesses of current practices gave valuable information and helped to define the new actions.

Responsibility of implementation of actions was distributed to several organizational units at LUT working together with the relevant internal and external stakeholders. HRS4R working group monitored the progress of implementation regularly together with the people or units in charge of actions.

In 2019 the composition of working group was extended to representatives of people responsible for each thematic group of principles. The HRS4R working group continued reporting the progress to the HRS4R steering committee, which role is also to define the broader targets for the HRS4R strategy. Actions and their implementation were discussed also in the Steering Committee of LUT Doctoral School.

All the planned eleven actions have been completed, either as planned, or with minor alterations, or actions continue. Developing open science, research data management and parallel publishing have been the focus of the LUT Academic Library. As a result of development work, LUT achieved the highest maturity level in open science in the evaluation of the Finnish Ministry of Education and Culture in 2020. Research Services have strengthened the support for researchers applying international competed funding by offering training, individual coaching, and assistance in grant writing. Mentoring programme for doctoral students is waiting for the full implementation as the covid pandemic has prevented mentor-actor pairings and face-to-face meetings for two years.

Table 3 below summarizes the actions for 2019-2021, action specific targets and indicators, responsibilities, timing and the respective principle in Charter & Code for Researchers.

Table 3. Action Plan III for 2019-2021

PLANNED ACTIONS 2019-2020	GAP PRINCIPLE(S)	TIMING	RESPONSIBLE UNIT	INDICATOR(S) / TARGET(S)	CURRENT STATUS
Supporting science communication of researchers	Dissemination, exploitation of results	Autumn semester 2019	Communication & Marketing, researchers	Target: To increase the impact of LUT research Indicator: Visibility of LUT's researchers' activities in traditional	Completed

				and social media monitored by LUT Media Services	
Strengthening the implementation of Open Science procedures by informing, guiding and supporting researchers	Professional responsibility, Public engagement	Spring semester 2019	Academic library, research services, researchers	Target: To receive the highest maturity level of openness in the activities of research organizations by 2020 Indicator: Evaluation of openness in the activities of research organizations by the Finnish Ministry of Education and Culture	Completed
Development of research data management: tools, procedures and instructions on managing and opening research data	Accountability	Spring semester 2019	Academic library, ICT-services, researchers	Target: To increase number of stored datasets and openly published research data Indicator: Number of openly published research data in various services	Completed
Development of automated process for parallel publishing: tools, procedures and instructions	Dissemination, exploitation of results	Spring semester 2019	Academic library, ICT-services, researchers	Target: To increase amount of open access publications by increasing number of parallel published research publications Indicator: Number of parallel published research publications	Completed
Developing exit interview procedure of leaving staff: to receive new type of feedback and utilize it in developing working conditions	Evaluation/ appraisal systems	Spring semester 2019	Management services	Target: Majority of exiting employees fill the exit questionnaire Indicator: Number of responses of exiting employees	Completed
Revision and developing of LUT website of recruitment and marketing and communication of employer brand	Transparency (Code)	Autumn semester 2020	HR unit and Media services	Target: To improve LUT employer brand and recruitment communication Indicator: Number of applicants in open research positions	Completed
To create mentoring programme for doctoral students	Career development	Spring semester 2019	LUT Doctoral School	Target: To support the career development and employability of doctoral students Indicator: Number of active mentor-actor pairs starting per year, and feedback from mentors and actors	Completed
To develop an online course in career planning for doctoral students (Find Your Career self-study platform)	Career development, Access to career advice	Spring semester 2020	Study services	Target: To support career and employability skills of doctoral students Indicator: Employment rate and quality of employment of graduate doctoral students. Number of doctoral students employed by industry.	Completed

To create action plans for international strategic partnerships to promote research and teaching co-operation, co-authoring and staff mobility	Career development, Value of mobility , Co-authorship	Spring semester 2020	Management services	Target: To increase internationalization and research impact of LUT Indicator: Mobility of incoming and outgoing researchers and teachers to/from strategic partners, co-authored publications, degree programmes with strategic partners	Completed
To support the most suitable researchers applying highly valued competed research funding	Access to research training and continuous development	Spring semester 2020	Research services	Target: To increase the number of successful funding applications Indicator: Evidence on systematic support delivered (trained personnel), amount of highly valued competed research funding	Completed
To provide personalized orientation and coaching to supervisors	Supervision	Spring semester 2020	Dean/Head of department, HR services, Management services	Target: To increase employees' satisfaction on leadership and management of work Indicator: Employees' satisfaction indicators of Great Place to Work surveys	Completed

4.4.   Action Plan II for 2016-2018

The HRS4R Action Plan II for 2016-2018, summarized in the table below, was done in the autumn 2015. The actions selected for the second action plan derived from the university level strategic action plans which were just renewed before the internal assessment and revision of the HRS4R Action Plan. The action plan included 12 actions concentrating in six gap principles: good practice in science, dissemination, exploitation of results, funding and salaries, supervision and managerial duties, evaluation/appraisal systems, and teaching.

Most of the actions were completed by the internal assessment executed in the autumn 2018, but there were some actions still in progress, and one action which the university management decided to postpone till 2019. Some of the actions still in progress have been extended to the next HRS4R Action Plan III. All the actions in progress will be monitored as part of continuing HRS4R process.

Table 4. Action Plan II for 2016-2018

ACTIONS 2016-2018	GAP PRINCIPLE(S)	TIMING	RESPONSIBLE UNIT	INDICATOR(S) / TARGET (S)	CURRENT STATUS
Commitment to Open Science	Good practice in research	Spring semester 2016	Performance Guidance unit and Information Services, Academic library, researchers	Target: To provide instructions and support services to researchers according to LUT's rector's decision on commitment to open science and open access publications	Completed

	Dissemination, exploitation of results			Indicator: Instructions available on LUT webpages, support service personnel nominated to help researchers	
Visibility of research results in social media	Dissemination, exploitation of results	Autumn semester 2015 →	Media Services, researchers	Target: To provide instructions and training for researchers on communicating about research activities and results on social media Indicator: Instructions available on LUT intranet, one training session organized for researchers	Completed
To renew the policy of remuneration of active publishers	Funding and salaries	Spring semester 2016 →	LUT Management	Target: To increase the quantity and quality of research publications Indicator: Number and impact of research publications	Completed
Support for innovations and commercialization	Dissemination, exploitation of results	Spring semester 2016 →	Green Campus Open, School of Engineering Science(Entrepreneurial university)	Target: To be the first university in Finland to qualify the OECD criteria for entrepreneurial university. Implementation of EU's HEInnovative tool and criteria of OECD, arrange courses/training on entrepreneurship. Indicator: OECD's HEInnovative assessment	Completed
Improving managerial and leadership skills	Supervision and managerial duties	Spring semester 2016	HR	Target: To provide orientation and mentoring for new supervisors Indicator: Reports of Great Place to Work -surveys, and 360 degree assessment	Completed
Renewal of leadership training	Supervision and managerial duties	Autumn semester 2016	HR	Target: To renew the leadership training scheme Indicator: Feedback on the supervisor training program	Completed
Guidance training for doctoral students' supervisors	Supervision and managerial duties	Autumn semester 2016	LUT Doctoral School, Research services, HR	Target: To arrange regularly guidance training for doctoral students' supervisors Indicator: Feedback on guidance and supervision given by doctoral students, feedback on training sessions from participants	Completed
Introduce an evaluation matrix for assessment of performance of teaching staff	Evaluation / appraisal systems	Autumn semester 2015	HR, Heads of academic units, supervisors of academic staff	Target: To support development of teaching skills and competences of teaching staff.	Completed

Table 5. Action Plan I for 2013-2015

ACTIONS 2013-2015	GAP Principle	TIMING	RESPONSIBLE UNIT	INDICATOR(S)/TARGET(S)	CURRENT STATUS
Internal instructions of recruitment	Recruitment Recruitment (Code)	Spring semester 2014	HR, Quality System Manager	Target: To standardize LUT recruitment processes: e.g. to publish new instructions for recruitment on LUT intranet and deliver them to recruiting managers, and to implement tenure track system in research positions Indicator: Similar recruitment processes are used in all units, tenure track system is in place.	Completed
Recruitment criteria	Selection (Code) Judging merit (Code)	Autumn semester 2014	Tenure Track Committee, Quality System Manager	Target: Selection to tenure tack positions and advancement in tenure track are based on defined recruitment and advancement criteria. Indicator: Tenure track recruitment and advancement criteria published on LUT intranet and in open position advertisements	Completed
Recruitment process and communications	Recruitment (Code) Transparency (Code)	Autumn semester 2013	HR	Target: To renew recruitment process and applicant communications; e.g. to publish open research positions internationally, to use an electronic recruitment system to facilitate applicant communication. Indicator: Number of research positions published in EURAXESS, number of international applicants	Completed
To renew orientation (initiation / induction) of new employees	Working conditions	Starting from autumn semester 2013	HR	Target: New orientation routines and schedules implemented Indicator: Number of participants in orientation sessions, feedback of participants	Completed
Development discussions	Evaluation/ appraisal systems	Year 2014-2015	HR Development Director	Target: To increase the amount of development discussions between employees and supervisors/managers and constructive feedback Indicator: Number of documented development discussions in HR system	Completed

Work safety trustee: to collect and publish coherent information on work safety trustees on intranet	Complains / appeals	Autumn semester 2014	HR, Work Safety Trustee, Quality System Manager, Intra Team	<u>Target:</u> To enhance the awareness of services of work safety trustees <u>Indicator:</u> Feedback from employees	Completed
Feedback channel	Complains / appeals	Autumn semester 2014	HR, Quality System Manager, Intra Team	<u>Target:</u> A working feedback channel available on intranet, open feedback channel and process in use <u>Indicator:</u> Number of feedback received and replied monthly	Completed

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